



This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

- + *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.
- + *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.
- + *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.
- + *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at <http://books.google.com/>

15112
20



US 13172.20



Harvard College Library

FROM

.....

.....

.....



44. *now*

AN

ADDRESS

TO THE

BOARD OF ALDERMEN,

AND

MEMBERS OF THE COMMON COUNCIL,

OF BOSTON,

ON THE

Organization of the City Government,

AT

FANEUIL HALL,

MAY 1, 1824.

==

BY

JOSIAH QUINCY,

Mayor of the City.

==

2^d term.

BOSTON:

PRINTED AT THE COMMERCIAL GAZETTE OFFICE.

.....

1824.

ms 13172.20



no source

CITY OF BOSTON.

IN COMMON COUNCIL, MAY 1, 1824.

Resolved, That Messrs. Coolidge, Frothingham and Stone, with such as the Board of Aldermen may join, be a Committee to wait upon the Mayor, and present him the thanks of the City Council, for the able and instructive Address delivered by him this day, and to request a copy for the press.

Sent up for concurrence. }

FRANCIS J. OLIVER, *President*.

*In the Board of Aldermen, May 3, 1824....*Read and concurred, and Aldermen Baxter and Dorr are joined.

JOSIAH QUINCY, *Mayor*.

ADDRESS.

Gentlemen of the City Council:

THE first impulse of my heart, on thus entering, a second time, upon the duties of Chief Magistrate of this City, is to express my deep sense of gratitude, for the distinguished support, I have received from the suffrages of my fellow citizens. It has been, I am conscious, as much beyond my deserts, as beyond my hopes. May these marks of public confidence produce their genuine fruits—truer zeal,—greater activity, and more entire self-devotion to the interests of the city!

To you, Gentlemen of the Board of Aldermen, who have received such gratifying proofs of the approbation of your fellow citizens, permit me thus publicly to express the greatness of my own obligations. You have shunned no labor. You have evaded no responsibility. You have sought with a single eye, and a firm, undeviating purpose the best interests of the city. It is my honor and happiness to have been associated with such men. Whatsoever success has attended the administration of the past year, may justly be attributed to the spirit and intelligence, which characterized your labors and councils.

The Gentlemen of the last Common Council are also entitled to a public expression of my gratitude, for their undeviating personal support, as well as the zeal and fidelity which distinguished their public services.

It is proper, on the present occasion, to speak of the administration of the past year, with reference to the principles by which it was actuated. If in doing this, I enter more into detail than may seem suitable, in a general discourse, it is because I deem such an elucidation conformable to the nature of the City Government, and connected with its success. Whatever there is peculiar in the character of the inhabitants of Boston, is chiefly owing to the freedom of its ancient form of government, which had planted and fostered, among its people, a keen, ac-

tive, inquisitive spirit; taking an interest in all public affairs, and exacting a strict and frequent account from all, who have the charge of their concerns. (This is a healthy condition of a community, be it a city, state, or nation. It indicates the existence of the only true foundation of public prosperity, the intelligence and virtue of the people, and their consequent capacity to govern themselves.) Such a people have a right to expect a particular elucidation of conduct from public functionaries; whose incumbent duty it is to foster, on all occasions, among their fellow citizens, a faithful and inquisitive spirit touching public concerns.

The acts of the administration of the past year had reference to morals;—to comfort; and convenience; and ornament. A very brief statement of the chief of these, which had any thing novel in their character, will be made, with reference to principle and to expense. If more prominence be given to this last than may be thought necessary, it is because in relation to this, discontent is most likely to appear. In the organizing of new systems, and in the early stages of beneficial and even economical arrangements outlays must occur. These expenditures are inseparable from the first years. The resulting benefit must be expected and averaged among many future years. No obscurity ought to be permitted, concerning conduct and views in this respect. In a republic, the strength of every administration, in public opinion, ought to be in proportion to the willingness with which it submits to a rigorous accountability. With respect to morals;—there existed at the commencement of last year, in one section of the city, an audacious obtrusiveness of vice, notorious and lamentable; setting at defiance, not only the decencies of life, but the authority of the laws. Repeated attempts to subdue this combination had failed. An opinion was entertained by some, that it was invincible. There were those, who recommended a tampering and palliative, rather than eradicating course of measures. Those entrusted with the affairs of the city, were of a different temper. The evil was met in the face. In spite of clamor, of threat, of insult; of the certificates of those who were interested to maintain, or willing to countenance vice, in this quarter, a determined course was pursued. The whole section was put under the ban of authority.

All licenses in it were denied—a vigorous police was organized, which, aided by the Courts of Justice, and the House of Correction, effected its purpose. For three months past, the daily reports of our city officers have represented that section as peaceable as any other. (Those connected with courts of justice, both as ministers and officers, assert that the effect has been plainly discernible in the registers of the jail and of prosecution.

These measures did not originate in any theories, or visions of ideal purity, attainable in the existing state of human society, but in a single sense of duty and respect for the character of the city; proceeding upon the principle that if in great cities the existence of vice is inevitable, that its course should be in secret, like other filth, in drains, and in darkness; not obtrusive; not powerful; not prowling publicly in the streets for the innocent and unwary.

The expense, by which this effect has been produced, has been somewhat less than one thousand dollars. An amount already perhaps saved to the community in the diminution of those prosecutions and of their costs, which the continuance of the former unobstructed course of predominating vice, in that section, would have occasioned.

The next object of attention of the City Government was cleansing the streets. In cities as well as among individuals, cleanliness has reference to morals as well as to comfort. Sense of dignity and self-respect are essentially connected with purity; physical and moral. And a city is as much elevated as an individual by self-respect.)

To remove from our streets whatever might offend the sense, or endanger the health, was the first duty. To do it as economically as was consistent with doing it well, was the second.

How it has been done, whether satisfactorily as could be expected, in the first year and by incipient operations, our fellow-citizens are the judges. As far as the knowledge of the Mayor and Aldermen has extended, the course pursued has met with unqualified approbation and given entire content.

In respect to economy, there were but two modes—By contract,—or by teams and laborers provided and employed by the city. The latter course was adopted; and for several reasons. The value of what was annually taken from the surface of the

streets of the city, as well as the quantity, was wholly unknown. There were no data on which to estimate either, and of course no measure by which the amount of contract could be regulated. The streets of the city had been almost for time immemorial the revenue of the farmers in the vicinity; who came at will, took what suited their purposes and left the rest to accumulate.

It was thought important that the city should undertake the operation necessary to cleansing the streets, itself, not because this mode was certainly the most economical, but because it would be certainly the most effectual; and because, by this means the City Government would acquaint themselves with the subject in detail, and be the better enabled to meet the farmers hereafter on the ground of contract, should this mode be found expedient.

In order however, to leave no means of information unsought, contracts were publicly invited by the City Government. Of the proposals made, one only included all the operations of scraping, sweeping and carrying away. This person offered to do the whole for one year, for *seven thousand dollars*. All the other proposals expressly declined having any thing to do with scraping and sweeping; and confined their offer to the mere carrying away. The lowest of these, was *eighteen hundred dollars*. When it was found that the city was about to perform the operation on its own account, the same persons fell in their offers, from *eighteen* to *eight* hundred dollars; and when this was rejected, they offered to do it for *nothing*. And since the city operations have commenced, the inquiry now is, *at what price they can enjoy the privilege*. These facts are stated, because they strikingly illustrate how important it is to the city, that its administration should take subjects of this kind into their own hands, until by experience, they shall have so become acquainted with them, as to render their ultimate measures the result of knowledge, and not of general surmise or opinion.

The general result of the operations may be thus stated. At an expense of about \$4000, between six and seven thousand tons weight of filth and dirt have been removed from the surface of the streets. All of which have been advantageously used in improving the city property under circumstances and in situa-

tions, in which these collections were much wanted—on the Common, on the Neck lands, and at South Boston. There can be no question that in these improvements the city will receive the full value of the whole expense. To say nothing of what is really the chief object of the system, that the streets have been kept in a general state of cleanliness satisfactory to the inhabitants. By sale of the collections the next year it is expected that we shall be able to compare directly the cash receipt with the cash expenditure. (See Note A.)

my The widening of our streets as occasions offered was the next object, to which the attention of the city administration was directed; and the one involving the greatest expense. The circumstances of the times, and the enterprize of private individuals opened opportunities, in this respect, unexampled, in point of number and importance, ~~if lost they might never occur again, at least not within the lifetime of the youngest of our children.~~

my The administration availed themselves of those opportunities, as a matter of duty, in the actual condition of a city so extremely irregular and inconvenient as is Boston, in the original plan and projection of its streets. Important improvements have been made in Lynn—Ship—Thatcher and Mill Pond Streets;—in Hanover—Elm—Brattle—Court and Union Streets;—in Temple—Lynde—Sumner and Milk Streets;—in Federal—Orange—Eliot and Warren Streets.

The expense has been somewhat less than twelve thousand dollars. (See Note B.) A considerable cost, in comparison, with the extent of the land taken; but reasonable and not more than might be expected, when considered with reference to the nature of the improvements, for the most part in thick settled parts of the city, where the land taken was very valuable and the improvement proportionably important.

my — Another object of attention during the past year has been the drains. The ancient system by which these were placed on the footing of private right was expensive and troublesome to individuals, involving proprietors in perpetual disputes with those making new entries, and was particularly objectionable as it respects the city, as that in a degree, it made our streets the subjects of private right, and as such placed them out of the control of the city authorities. / no break

Copy

The principle adopted was to take all new drains into the hands of the city;—to divide the expense as equally as possible among those estates immediately benefitted; upon principles applicable to the particular nature of this subject, and retain in the city the whole property both as it respects control and assessment. In its first stages such a system must necessarily be expensive; but the result cannot fail to be beneficial and in a course of years profitable.

O. 7. 1841

During the past year, the city has built above Five Thousand feet of drain,—one thousand feet of which is twenty inch barrel drain, of this the city is now sole proprietor. It has already received more than one half the whole cost from persons whose estates were particularly benefitted, and the balance amounting to about four thousand five hundred dollars, is in a course of gradual, and as it respects the far greater part certain, ultimate collection. Considering the effect which well constructed drains must have upon the city expenditure in respect of the single article of paving, there can be but one opinion upon the wisdom and economy of this system.

Copy

A new Mall has been nearly completed on Charles Street, and all the missing and dead trees of the old Malls, the Common and Fort Hill, have been replaced with a care and protection, which almost insure success to these ornaments of the city.

O. 7. 1841

The proceedings of the Directors of the House of Industry and the flattering hopes connected with that establishment would require a minuteness of detail, not compatible with the present occasion. They will doubtless be made the subject of an early and distinct examination and report of the City Council.

Copy

Two objects of very great interest to which the proceedings of last year have reference, remain to be elucidated. The purchase of the interest of the proprietors of the Rope Walks, west of the Common; and the projected improvements about Fanueil Hall Market. *In consequence of the*

Copy

The citizens of Boston, in a moment of sympathy and feeling for the sufferings of particular individuals, and without sufficient prospective regard for the future exigencies of the city, had voluntarily given the right of using the land occupied by the Rope Walks, to certain grantees, for that use. In consequence of the exclusion of the water by the Mill Dam, a tract of land has been opened either for sale, as an object of profit, or for use, as an ob-

ject of ornament, with which the rights of these proprietors absolutely interfered. It was thought that no moment could be more favorable than the present to secure a relinquishment of those rights. An agreement of reference has been entered into, with those proprietors, and the amount to be paid by the city for such relinquishment, has been left to the decision of five of our most intelligent, independent and confidential citizens, with whose decision, it cannot be questioned that both parties will have reason to be satisfied, notwithstanding it may happen that their award on the one side may be less, or on the other, more than their respective previous anticipations.

Touching the projected improvements, in the vicinity of Faneuil Hall Market, not only the extreme necessities of the city, in relation to space for a market, have led to this project, but also the particular relations of that vicinity have indicated the wisdom and policy, even at some risque and sacrifice, of bringing together in one compact, efficient and commodious connexion, the northern and central sections of our city, so as to facilitate the intercourse of business and enterprize between them, and bring into market, and into use, and into improvement, parts of the city, at present old, sightless, inconvenient, and in comparison with that competency, which must result from a judicious arrangement, at present absolutely useless.

Both these measures of the City Government, relative to the Rope Walks and to Faneuil Hall Market, will necessarily lead to what, to many of our citizens, is an object of great dread, a city debt.

As this is a subject of considerable importance, and touches a nerve of great sensibility, it ought to be well considered and rightly understood by our fellow-citizens. I shall, therefore, not apologize, for making, on this occasion, some observations upon it.

The right to create a debt is a power, vested by our charter, in the City Council. Now this, like every other power, is to be characterized by its use. This may be wise and prudent, or the opposite, according to the objects, to which it is applied; and the manner and degree of that application. Abstractedly a debt is no more an object of terror than a sword. Both are very dangerous, in the hands of fools, or mad-men. Both are very safe, innocent and useful in the hands of the wise and prudent.

A debt created for a purpose, like that which probably will be necessary in the case of the Rope Walks, that of relieving a great property from an accidental embarrassment, is no more a just object of dread, to a city, than a debt created for seed wheat, is to a farmer; or than a debt for any object of certain return, is to a merchant.

So in the case of Faneuil Hall Market; what possible object of rational apprehension can there be in a debt, created for the purpose of purchasing a tract of territory; whose value must be increased by the purchase; which if sold cannot fail to excite a great competition; and if retained, the incomes of which, so far as respects the market, are wholly within the control of the City Authorities? It is possible indeed, that more may be paid for some estates than abstractedly, they may be worth. It is possible that great changes may take place in the value of real estate, between the time of the commencement, and the time of completing such a project. But the reverse is also quite as possible. Providence does not permit man to act upon certainties. The constitution of our nature obliges him, in every condition and connexion, to shape his course of conduct by probabilities. His duty is to weigh maturely, previous to decision, to consider anxiously both the wisdom of his ends, and the proportion of his means. Once decided, in execution he should be as firm and rapid, as in council, he has been slow and deliberate; cultivating in his own breast, and in the breasts of others, just confidence in the continuance of the usual analogies and relations of things.

The destinies of the City of Boston, are of a nature too plain to be denied, or misconceived. The prognostics of its future greatness are written on the face of nature, too legibly, and too indelibly to be mistaken. These indications are apparent from the location of our city, from its harbor and its relative position among rival towns and cities; above all, from the character of its inhabitants, and the singular degree of enterprize, and intelligence, which are diffused through every class of its citizens. Already capital and population is determined towards it, from other places, by a certain and irresistible power of attraction. It remains then, for the citizens of Boston to be true to their own destinies; to be willing to meet wise expenditures and

temporary sacrifices, and thus to cooperate with nature and providence in their apparent tendencies to promote their greatness and prosperity; thereby not only improving the general condition of the city, elevating its character, multiplying its accommodations and strengthening the predilections, which exist already in its favor; but also patronizing and finding employment for its laborers and mechanics.

It is true the power of credit, like every other power, is subject to abuse. But to improve the general convenience of the city, to augment its facilities for business, to add to the comfort of its inhabitants, and in this way to augment its resources, are among the most obvious and legitimate uses of that power, which doubtless, for these purposes, was entrusted to the City Council.

Having thus explained some of the principal proceedings and sources of extraordinary expense, occurring during the past year, I feel myself bound to make some general remarks, on the nature of the office I have had the honor to hold, and to which the suffrages of my fellow citizens have recalled me. It is important that a right apprehension should be formed concerning its duties, its responsibilities, the powers it ought to possess, and what the people have a right to expect, and what they ought to exact, from the possessor of it. And I do this the rather, because I am sensible that very different opinions exist upon this subject. There are those, who consider the office very much in the light of a pageant, destined merely to superintend and direct the general course of administration, to maintain the dignity, and to "dispense the hospitalities" of the city, and who deem the office in some measure degraded by having any thing of a laborious or working condition connected with it; and I am well aware that the practice in other cities justifies such an opinion. I have not thought, however, gentlemen, that a young and healthy republic, for such the City of Boston is, should seek its precedents, or encourage its officers in looking for models, among the corrupt and superannuated forms of ancient despotisms. On the contrary, it seemed to me incumbent on the early possessor of this office, in a state of society like that which exists in Massachusetts, and for which this city is pre-eminent, to look at the real character of that office, as it is indicated by the expressions of the charter, and exists in the nature of things, with little or

no regard to the practice of other places, or to opinions founded on those practices.

In this view, therefore, my attempt has been to attain a deep and thorough acquaintance with the interests of the inhabitants and of the city; and this not by general surveys, but by a minute, particular, and active inspection of their public concerns, in all their details.

Although this course has been the occasion of much trouble, and perhaps made me obnoxious to some censure, as being busy, and perhaps meddling, with matters out of my sphere, yet I have thought it better to expose myself to those imputations, than to forego the opportunities such a course of conduct afforded of obtaining a deep and thorough acquaintance with the business and interests of the city, which the charter plainly pre-supposed, and indeed was necessary to fulfil the duties, in a very humble degree, which it made incumbent. And the more experience I have had in the duties of this office—the more I feel obliged, both by precept and example, to press upon my fellow citizens the necessity of considering this as a business office, combining as indispensable requisites:—great zeal, great activity, great self-devotion, and as far as possible, a thorough acquaintance with the relations of the people.

Nor is it only necessary that these qualities should at all times be exacted of the Chief Magistrate and that he should be held to a rigid exhibition of them, in his official conduct, but on the other hand, it is also necessary that all the departments should be so arranged as to throw upon him the full weight of all the responsibility which the charter attaches to his office. Whatever has a tendency to weaken that sense of responsibility; above all, whatever enables the Executive Officer to cast the blame of weak plans, or inefficient execution, upon others, has a direct tendency to corrupt the Executive, and to deprive the citizens of a chief benefit, contemplated in the charter.

If there be any advantage in the form of a city, over that of a town government, it lies in one single word—*efficiency*. In this point of view, all the powers of the City Council may be considered as comprehending, also, the Executive power; of which the Mayor is but a branch. For they enact the laws, which enable his department to possess that efficiency, the charter con-

templates. Now efficiency means nothing more than *capacity to carry into effect*. Whatever form of organization of any department tends to deprive the Executive of the city, of the power to carry into effect the laws, or transfers that power to others, disconnected from his responsibility, has a direct tendency to encourage the Executive, in ignorance, inactivity or imbecility; which will inevitably, sooner or later, result, just in proportion as the organization enables him to throw the blame of mismanagement upon others, or not to hold himself accountable for it.

Within the narrow limits and in relation to the humble objects, to which the Executive power extends, its responsibility should be clear, undivided and incapable of being evaded. On the Executive should ultimately devolve the accountability for the efficiency of all the departments; and every organization is defective, which enables him to escape from it. Every citizen, in making complaints to this officer, should be certain of finding redress, or of being pointed to the path to obtain it. And as to those general nuisances, which offend sense, endanger health, or interfere with comfort, his power should enable him to apply a remedy upon the instant, or at least as readily as the nature of the particular subject matter permits; and to effect this, not by reference,—not by writing supplicatory letters to independent Boards, but personally, by application of means in his own hands; or by Agents, under his control, and for whom he is responsible.

The true theory of the form of government, which our fellow citizens have chosen, results in a severe responsibility of the Executive power, and with it are identified the true interests of the citizens and the real advantages of a city organization. But responsibility implies a coextensive power as its basis. The one cannot and ought not to exist without the other. The Charter makes it the duty of the Mayor “to be vigilant and active at all times, in causing the laws for the government of the city to be duly executed and put in force.” Now how can vigilance and activity be expected in an officer, in relation to a great mass of laws, and those of the most critical and important character, the execution of which is formally and expressly transferred to others; with whose execution if he directly interferes, he takes the risque of giving offence to the nice sense of honor and right of

an independent Board ? The charter makes it his duty "to inspect the conduct of all subordinate officers in the government thereof, and as far as in his power to cause all negligence, carelessness, and positive violations of duty to be prosecuted and punished." Now how can he do this, when those, who execute your laws do not consider themselves as subordinate and are justified in that opinion by the form and circumstances of their organization ?

Again the Charter plainly implies, that the Mayor of this city should make himself acquainted thoroughly and intimately with all its great interests, "with its finances, its police, its health, security, cleanliness, comfort and ornament."

Now what encouragement is there to endeavor to fulfil these duties, when any of its great interests are so constituted or vested, that he has no control over them, nor any power of making any inquisition into their state or conduct, except by personal solicitation and request;—not denied, indeed, out of politeness and respect, but perhaps granted, not because he has a right from his official relation to claim, but because, on the present occasion, there exists a willingness to give, the desired information ?

The organization of the Executive power by division among independent Boards has a direct tendency to corrupt a weak Executive officer and to embarrass one of opposite character.

The study of the former will naturally be to get along easily; for this purposs he will yield whatever power another department is disposed to take for thus *his* responsibility is diminished; and instead of a single definite, decided official action, on every occasion giving security to the citizen, regardless of personal consequences, his course will be timid, shuffling, and compromising; beginning with the vain design of pleasing every body; and ending with the still vainer, of expecting, in this way, long to maintain either influence or character.

An Executive, on the contrary, who is firm and faithful to the Constitution of the City, will exercise the powers it confers. He will claim the right to inspect all subordinate officers; he will consider every branch of Executive power, emanating from the City Council as subordinate by the Charter to the City Executive. He will claim of all such an accountability that will

enable him to understand every interest of the city in detail. Such a course would, probably, sooner or later lead to controversies concerning the rights and dignities of independent Boards;—to heart-burnings and jealousies—perhaps to pamphlets and newspaper attacks, which if he does not answer, it will be said, that it is because he cannot;—and which if he does answer, will lead to a reply and that to a rejoinder;—and thus the Executive of the city, instead of a simple and plain exercise of power, humble and limited in its sphere, yet important to be both efficient and unembarrassed, may be harrassed with disputes about the pretensions, authorities and dignities of rival powers; vexatious and unprofitable; terminating in nothing but divisions in the city and inefficiency in the execution of the laws.

I have deemed it my duty to express myself thus distinctly, and in a most unqualified manner, upon this point; and the rather, thus publicly, because opinions in this respect are liable to be misrepresented, or misunderstood. On such occasions therefore, I choose to throw myself on the intelligence and virtues of the mass of my fellow citizens; whose interests, as I understand them, it is my single desire steadily to pursue, and who, whether they coincide, or differ with me, in relation to the particular mode of pursuing those interests, will, I have a perfect confidence, justly appreciate my motives.

The result of my experience during the past year, on this subject, is this, that the interests of the city are most deeply connected with such an organization of every branch of Executive power, as that the ultimate responsibility, for the execution should rest upon the Mayor; and which he should therefore, be incapable of denying, or evading. That at all times, the blame should rest upon him without the power of throwing it off upon others, in case of any defect of plan, or any inefficiency in execution.

In making these remarks, I trust I shall not be understood as not appreciating as I ought, in common with my fellow citizens, the exertions and the sacrifices of those excellent, intelligent and faithful men, who in present and in past times, with so much honor to themselves, and advantage to the community, have administered the concerns of independent departments. I yield to none of my fellow citizens, in my sense of gratitude and respect

to them, both as officers and individuals. But the organization of a city, is, in the nature of things, essentially different from that of a town. The relation to the city in which I have been placed, have compelled me to contemplate, and prospectively to realize the certain embarrassments, which must result from an organization of the Executive department; varying from that simplicity which the charter establishes, as likely, deeply to effect the efficiency of the system, now upon trial; and to encourage, and sooner or later to introduce both imbecility and inactivity into an office, which can alone be beneficial to the city, when it is possessed by directly opposite qualities.

I have no apprehension that my fellow citizens will attribute these suggestions, to a vulgar and vain wish to extend the powers of an office, holden but for a year, on the most precarious of all tenures. The efficiency of this new form of government is mainly dependant on its simplicity, and on the fact that its responsibility is undivided, and cannot be evaded if the departments be organized on charter principles. Much of the benefit of the new system, will depend on the spirit which characterises its commencement. On this account, the individual now possessing the Executive power, is anxious on the one hand, that none of its essential advantages should be lost through any timidity on his part, in expressing opinions, the result of his experience, or through any unwillingness to incur any labor, or meet any just responsibility. On the other, he has no higher ambition than by a diligent, faithful and laborious fulfilment of every known duty, and exercise of every charter right, to set such an example, and establish such precedents as will give to this new government a fair impulse, and a permanent and happy influence upon the destinies of the inhabitants of this city.

Gentlemen of the City Council,

It is the felicity of all who are called to the Government of this City, that they serve a people, capable of appreciating, and willing actively to support, faithful and laborious efforts in their service. A people, in all times distinguished for uniting love of freedom with respect for authority. May it be your happiness, as it will be your endeavor to maintain those institutions, under which such a people have been elevated to so high a degree

of prosperity ! Under your auspices, may the foundations of the fabric of their greatness be strengthened, its proportions enlarged, its internal accommodations improved ! May the spirit of liberty, and the spirit of good government continue to walk hand in hand, within these venerable walls ; consecrated by so many precious recollections. And when we shall have passed away, and the places which now know us, shall know us no more, may those who come after us, be compelled to say, that the men of this age were as true to the past and the future, as to their own times ;—that while they had preserved and enjoyed the noble inheritance, which had descended to them from their ancestors, they had transmitted it not only unimpaired, but improved to their posterity.

NOTE A.

This statement here made relates to the general result of the operations for the year. These were twofold. The first, occasional, by hired teams immediately after the organization of the City Government, the last year, and having for its object the thorough cleansing of the streets, lanes and alleys of the city.

This first cleansing cost - - - - - \$1400

By it upwards of three thousand tons weight of filth and dirt were ascertained to be removed from the surface of the streets, &c.

The second was permanent, and took place subsequently. The cost to the first of March was—

For horses, harness, teams, sleds, - - - - - 700

For sundries, including horse keeping, stable hire, farriers' bills, repairs, &c. - - - - - 700

Drivers, - - - - - 600

Superintendent and sweepers, - - - - - 1800—3800

Expense of the whole, - - - - - \$5,200

At which expense, city work, not connected with streets, has been done, which would have cost the city, according to the account and estimate of Aldermen Patterson and Eddy, - 1000

Value of horses and teams, on hand, - - - - - 600—1600

Thus at the expense of - - - - - \$3800

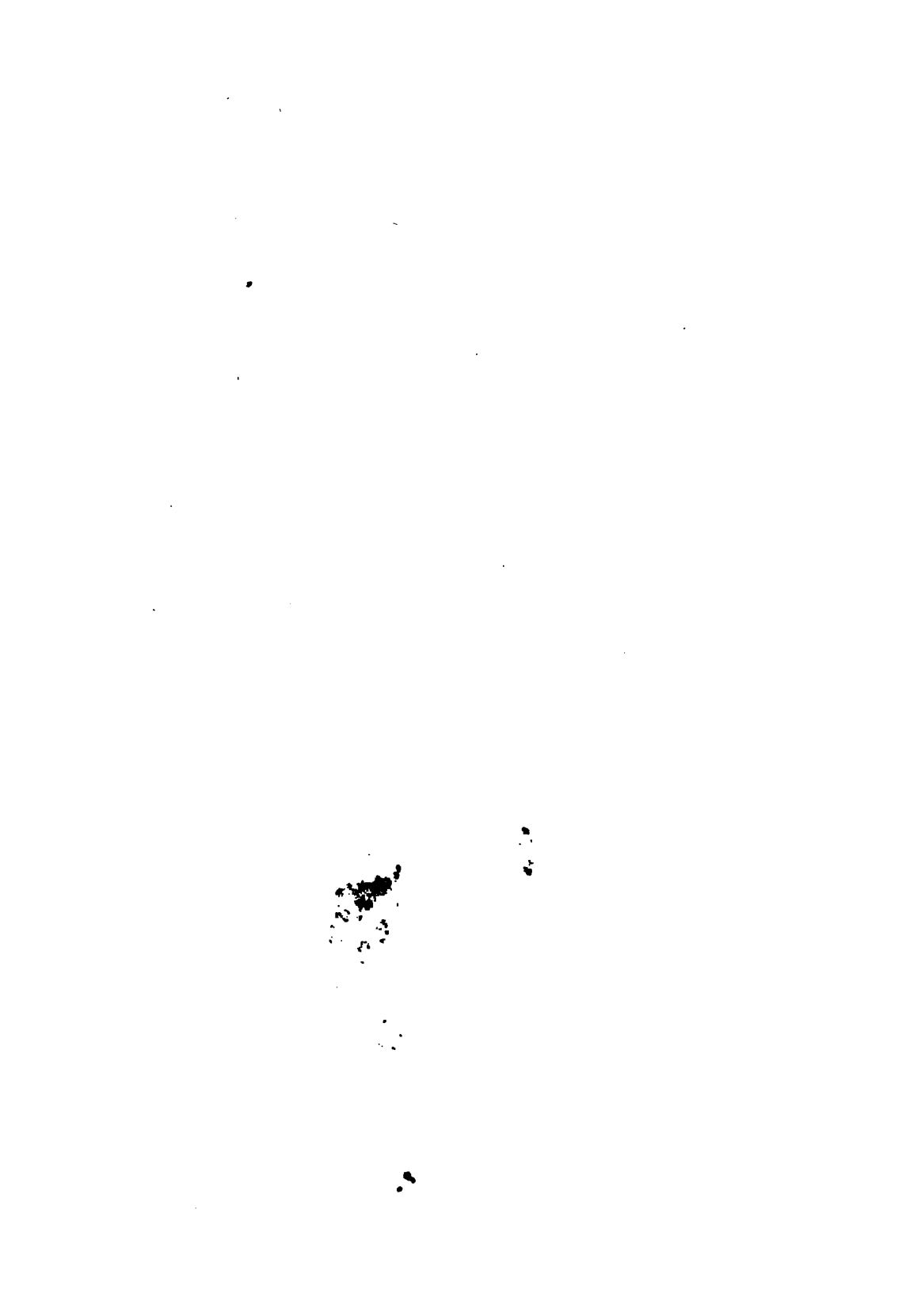
Three thousand tons of filth were removed as above stated, by the first operation ; two thousand eight hundred tons of manure were collected and have

been used, part on the City lands, part on the Common and Neek, or part at South Boston—part sold, or now on hand. Besides which, many hundred tons of dirt have been carted to the Common and elsewhere, of which no account has been made, or could be taken. Had the whole manure been sold at the price at which a part has been, one dollar the ton, as it probably might have been ;—the receipt would, with the extra work done for the city remunerated the whole expense of the permanent system. The next year, the result will be distinctly ascertained, as it is intended to send no more manure to South Boston—little or none will be wanted on the Common ; and the value of it as an article of sale will put the expediency, or in expediency of continuing the system beyond a doubt.

NOTE B.

In Federal Street,	-	-	-	-	-	-	-	-	-	100 00
In Lynde Street,	-	-	-	-	-	-	-	-	-	258 00
In Lynn Street,	-	-	-	-	-	-	-	-	-	200 00
In Hanover Street,	-	-	-	-	-	-	-	-	-	1387 09
In Milk and Congress Streets,	-	-	-	-	-	-	-	-	-	933 75
In Union Street,	-	-	-	-	-	-	-	-	-	1802 92
In Brattle Street,	-	-	-	-	-	-	-	-	-	2850 00
In Orange and Eliot Streets,	-	-	-	-	-	-	-	-	-	273 45
In Court Street,	-	-	-	-	-	-	-	-	-	178 06
In Mill Pond Street,	-	-	-	-	-	-	-	-	-	3011 50
In Thatcher Street,	-	-	-	-	-	-	-	-	-	550 00
In Temple Street,	-	-	-	-	-	-	-	-	-	55 00
In Ship Street,	-	-	-	-	-	-	-	-	-	193 87

\$11,793 55



Ropuwalk Land 8--



3 2044 019 420 520

**THE BORROWER WILL BE CHARGED
AN OVERDUE FEE IF THIS BOOK IS
NOT RETURNED TO THE LIBRARY ON
OR BEFORE THE LAST DATE STAMPED
BELOW. NON-RECEIPT OF OVERDUE
NOTICES DOES NOT EXEMPT THE
BORROWER FROM OVERDUE FEES.**

**Harvard College Widener Library
Cambridge, MA 02138 (617) 495-2413**

